



Community and Family Sentinel

Helping commanders make life better for the Army family

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U.S. Army Community and Family Support Center

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Benefits protected

Taskforce recommends all-NAF workforce

After more than a year of study and evaluation, the Morale, Welfare and Recreation (MWR) Taskforce has recommended the Army MWR personnel system change to an all non-appropriated fund (NAF) system.

The recommendation is currently being staffed with Major Commands and the Army staff. Implementation will not begin until approval of the study by the Army Vice Chief of Staff and coordination with the office of the Secretary of Defense and Congress.

The current MWR system encompasses three personnel systems: military, appropriated fund (APF), and NAF personnel. Each is paid differently, managed by different offices, and recruited differently, yet the positions they occupy could be any of the three categories on an installation. A club manager might be military on one post, APF on a second and NAF at a third—each performing identical duties.

"This is the most visible reason that we needed to take a look at the system. There are many other reasons, but it was the problems the system causes for our workforce that really counted," said Col. James Daugherty, director of the MWR Taskforce.

The taskforce was formed in August 1985 to study the workforce issue and design a system to best attract, train and retain a quality workforce to manage MWR programs of the future.

Members of the taskforce traveled to installations, requesting employees provide issues, comments and recommendations. To further explore the issues and an-

the objectives to be met by whatever system designed.

"As expected and typical of those in this business, the most frequent response was 'improve service to soldiers and families,'" Daugherty stated.

Under contract to the taskforce, the SAGE Institute provided a report outlining the most serious events which could cause an MWR

Recommendations from the MWR Taskforce

- Single all-NAF workforce with independent civilian personnel management.
- Training program for all.
- Centralized recruiting, training and assignment for key positions.
- Active recruiting of college graduates.
- Pay ranges, bonus program, simplified termination procedures.
- APF support for personnel costs through centralized reimbursement.

swers, a three-day conference attended by representatives from MACOMs and installations was held in Washington.

Setting the objective

Detailed analysis began last December to satisfy the most important objectives and solve the most serious problems. MWR employees were asked to rank and weight

personnel system to fail. The three most significant items were: lack of career ladders, world-wide assignments and a training system. These deficiencies were found within the current MWR personnel system. Alternative systems were studied to find the best one that corrected the most significant items.

(See PERSONNEL, page 20)

1986 still year of Army family

by Jim Garamone

When I entered the Army (more years ago than I like to remember), Drill Sergeant Haak said, "If the Army wanted you to have a wife it would have issued you one."

I was not in a position to argue with the man, but I remembered thinking at the time that it was a callous statement.

During my first few years in the Army, Haak's pithy statement seemed to be the working policy statement as far as families were concerned. Wives (there weren't enough women in the Army with civilian husbands to be statistically significant) had the commissary and post exchange and that was about the extent of concern for the family.

Another operating theory seemed to be that a soldier should be able to take care of his family and that if he had family problems he better not let them affect his duty performance.

But then three factors combined to make the family a more important force. The first was the feminist movement.

While most women didn't subscribe to the more radical proposals, it did cause them to question why more doors weren't open to them. The movement strengthened the idea that women were equal partners in marriage and that their needs were just as important as the ambitions of the husbands. As the Army mirrors the society it comes from, this made an impression.

Second, after the abolition of the draft, the Army became a married force. More soldiers were experiencing family problems and yes, it was affecting their duty performance. Commanders found themselves spending more time concerned with family matters

than they had in the past.

Finally, the mid-level officer and NCO drain of the late 1970s and early 1980s had an impact. Surveys showed that among the reasons for leaving the service was pressure from spouses. Clearly spouses had a great influence on whether an officer or NCO made the Army a career.

Confronted by this, the Army moved quickly to take care of family matters. Surveys were taken, meetings held and policies made to improve the quality of life for spouses and children. Concrete results were slow in coming at first, but today a working Family Program with a future is in place.

While the old statement "the Army takes care of its own" is applicable, planners are also looking at the bottom line. Measuring the effects of the policies is tough; most of the benefits of the policies can only be subjectively measured. However, the payoffs of programs aimed towards families can be seen in improved morale, higher reenlistment rates and improved readiness.

The Army Staff obviously believes the Family Program is working. The programs, such as child

care and student travel, are expensive. In these days of Gramm-Rudman it would be easy to cut "soft" programs like those aimed towards families. The programs are still being funded and more are on the way.

Drill Sergeant Haak is probably not making his statement about issuing wives today. If he is still in the Army, he's probably saying, "Look, here's a program that can really help your family."

(Garamone is a staff writer for the *Pentagram*.)

Ideas

Editors note: To help managers, ideas like this are placed throughout the issue.

Family Child Care programs facing delays in caregiver certification because community safety officers cannot make timely inspections might put out a call for help from other units that have Safety Offices. Any bonafide Safety Officer can inspect quarters.

Community and Family Sentinel

U.S. Army Community and Family Support Center

John O. Marsh, Jr.—Secretary of the Army

Maj. Gen. Robert M. Joyce—Commander

Brig. Gen. Thomas G. Rhame—Deputy Commander

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Implement DPCA career program for officers

Dear Sir:

The recent change to the Standard Installation Organization (SIO) has tremendously increased the responsibilities of the Director of Personnel and Community Activities (DPCA). With the increase of responsibilities comes a corresponding need for the DPCA to be more of a specialist in the personnel and community activities field. My concern about this situation prompts me to write.

In talks with many Community Commanders here in Europe it is evident that individuals being placed in DPCA positions are almost overwhelmed by the scope of the organization. I've been associated with this field for almost 14 years as a staff officer in USA-REUR and 7th Army, member of the Club Management Directorate, Central Accounting Officer, Morale Support Officer, Installation Club Manager, Deputy DPCA, Community Executive Officer, and, finally, as a DPCA in Schweinfurt for four years. I dare say there isn't anyone on your staff or another DPCA with that much "specialized" time in the big Community and Family Support Field. Even with that successful experience, the supervision of the new DPCA organization under SIO is absolutely overpowering. The individual placed in the DPCA position has minimal experience and knowledge of most of the numerous divisions within the organization. Here in Schweinfurt, (and this is probably similar to most communities/installations) there will be ten divisions comprising the directorate. A typical DPCA may have some club experience and have attended the two-week DPCA course and be expected to function proficiently as a DPCA. Additionally, the Division supervisory positions are probably not all filled, and, if filled, probably not with the quality of experience and knowledge to effectively manage the division without constant review.

My point in writing is to strongly recommend a trend be started to program officers from the earliest possible time to be career specialists in the Community and Family Support area. The problem now is the "rumor" and to some degree "fact" that the community activities field is not conducive to timely promotions. The degree of knowledge required to properly supervise, coupled with the emphasis placed on "quality of life" programs, demands better qualified individuals in these positions. The thinking and philosophy of many higher ranking officers will have to change if such a career program is implemented. The Army does an injustice to its officers and the quality of life programs by requiring so much expertise without supporting the officer in getting the proper experience and training.

Bobby G. Thompson
LTC, AG

Dear Colonel Thompson:

I agree with your assessment of the need to grow experienced officers to assume critical leadership positions in community and family support. Based on your experience, few can speak with more authority on this subject.

In order to develop the truly specialized DPCA the Army needs, we must have a recognized career program with progressive assignments, complemented by specialized training. The specialization of our business today will no longer allow a DPCA equipped with only minimal club experi-

ence and the two-week DPCA course to function adequately.

Recently we concurred in a Management Action Plan developed by Soldier Support Center that provides for continued military presence in community and family support and validates the need for commissioned officers in Community Activities Management (AOC 42D). This is the first step in recognizing the need for career specialists, but it does not go far enough. We need to develop progressive assignments that will provide the opportunity to gain in-depth operational experience so we can grow junior officers to

assume DPCA and senior leadership positions. Additionally, we must assure our career specialists receive adequate training at key points in their careers to further their expertise. The Community and Family Support Center is prepared to address this void in career development with Soldier Support Center and the MILPERCEN community. Your letter "telling it like it is" will lend credibility to our position and hopefully serve as the catalyst to assist us in making needed changes.

Thanks for taking the time to share your perspective with us.

Exchange Commander speaks out

Editor's Note: The following is the last of a two part interview with Maj. Gen. John Long, commander of Army and Air Force Exchange Service (AAFES).

To what major factors do you attribute the success of AAFES as a business operation?

I think AAFES is an extraordinarily efficient organization. We've met new challenges, such as operating motion picture theaters worldwide, the mail order catalog for all exchange services and the Military Clothing Sales Stores for the Army and Air Force. We are a business following the basic philosophy of offering good service and value to customers through a wide range of activities worldwide. We are structured with a Board of Directors, profit and service goals, pricing strategies, capital expenditures for new and improved exchange facilities and payment of dividends, which, in our case, support military MWR activities.

Please comment on the subjects of competition and the Ross-Reid Agreements.

This is a long-standing issue which our Board of Directors sought to resolve with the Ross-Reid proposals in 1980-82. The Ross-Reid study resulted in seven proposals resolving most future competitive situations between AAFES and MWRs. It reinforces the policy outlined in the joint and departmental regulations making AAFES as the primary retailer of merchandise and service to the military community. This policy is working, but when MWR and AAFES resale activities are closely related, there will always be voices crying unfair competition. We resolve each complaint on a case-by-case basis.

What is the status and future of the AAFES burger? What is the impact of Burger King on AAFES

food operations?

The "aafesburger" is alive and well! We don't see it being phased out. Our experience on installations where Burger Kings were opened through Feb 86 is very favorable—total food sales have increased 75%. In some cases, where AAFES food facilities were close to the new Burger Kings and offering a similar menu, there was an impact. However, in most cases, we've been ahead of the "power curve," and through revised menus and other management actions, have been able to maintain AAFES food sales at the same level as before Burger King.

Would AAFES like to assume control of any other NAF activities? Which and why?

Our mission is to provide military customers with quality goods and services at reasonable prices. All activities that we operate are specified either by the Congress, the Army or the Air Force. As a service organization, we are concerned that each activity be operated by the agency best equipped to do so, whether it is Army, MWR or AAFES. I assure you, AAFES is

not lurking in the woods waiting to prey upon MWR activities. Parochialism is counter-productive and does not serve the military customer well. AAFES is a partner with all other NAFIs in providing service to soldiers and airmen and their families.

Does AAFES have plans to enter new lines of business or into any totally new product lines?

We exist to satisfy customer demand—which constantly changes. AAFES continually reviews product lines. When we perceive a need to provide a particular product/service, we try to make it available. For example, we recently added computers and wine coolers to our stock. AAFES buyers are constantly in the market reviewing new product lines for addition to the stock. We are always on the lookout for new businesses like the telephone centers we have established at a number of installations. We're also working to provide two-hour dry cleaning service which hopefully will be available shortly.

When you address, competition, we must consider "internal" competition as well as that from retailers outside the gate. For example, we understand that AAFES plans to sell wine coolers—and yet, package stores are already in trouble. Comment?

There will always be some duplication of products between retail outlets on military installations. The commissary and exchange are a classic example. In the case of wine coolers, sales will determine our continued stockage.

Do you anticipate the requirement to purchase all alcoholic beverages?

(See AAFES, page 5)



AAFES, from page 4

ages "in state" will be extended to other commodities?

No, the requirement to purchase alcoholic beverages "in state" was a result of Congressional action. I don't expect this to be extended to other commodities.

Let's discuss the AAFES perspective from the top. There has been a suggestion for several years that AAFES should operate in the same manner as the commissaries, i.e., cost plus. Rather than contributing profits to Morale support activities, would it not be better to offer soldiers and their families subsidized purchasing of quality products?

I think it's totally unrealistic to imagine Congress would fund exchanges as they do commissaries. AAFES was not established to operate on a cost-plus basis as the commissaries do. AAFES is a form of non-pay compensation that helps military men, women and families maintain an acceptable American standard of living, regardless of location. We provide value, quality and service to the customer using modern business methods. If we stopped contributing profits to MWR, we could only reduce prices by approximately 2%—I don't think that would make a great deal of difference to our customers.

Does AAFES have excess cash invested?

Unfortunately, AAFES does not have excess cash. In fact, our cash position is tight because of the unfavorable sales results we have experienced over the last two years.

Should the AAFES manager and installation commander be required to jointly coordinate their MWR and resale activities with each other? How can AAFES better support various theme approaches—such as family fitness, Month of the Military Child, or



Maj. Gen. John Long

some of the major Army themes such as the "year of _____" theme?

The Ross-Reid proposals set up policies for our managers and installation commanders to work together on MWR resale activities. The framework exists for establishing MWR resale activities through a local approval process and, when there is an impasse, through an appeals process. Our exchange managers actively participate in advisory councils held by installation commanders and co-operate on local programs. We work closely at all levels to support various Army and Air Force themes in our publications and in-store resale efforts.

I'm an Army NAF employee. Is there portability to the AAFES NAF Personnel System?

Yes, but it's limited. Portability of insured benefits apply only in transfers of function or Reduction in Force (RIF) rehire situations. If the Army NAF employee has completed the probationary period and is hired by AAFES within 90 days, they'll be given service credit time and accumulated sick leave will be transferred to AAFES. AAFES has a different retirement program than Army NAFs. We don't offer a retirement program

for part-time employees and participation is mandatory for full-time employees. Eligible employees will have 30 days from the date of employment to apply for group life and health insurance.

Could I carry my status, annual leave, etc., from Army NAF to AAFES?

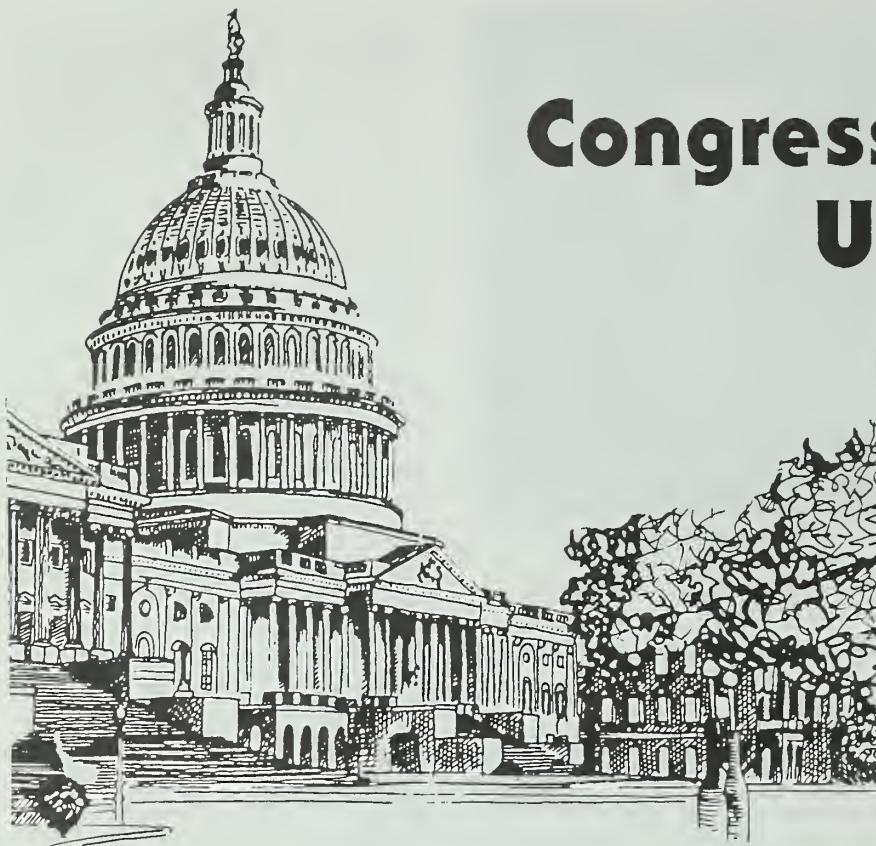
No. Only those benefits identified earlier can be transferred from an Army NAF to AAFES. Your annual leave will be paid off when you separate from the Army NAF.

Where do I find out about vacancies?

If we can't fill a vacancy from within, we review applications on file to find qualified applicants. As a last resort, we'll advertise vacancies in local newspapers or on bulletin boards. Our goal is to send five qualified applicants to be interviewed for each position vacancy.

There is a perception that AAFES has gotten too big, that it wants to have all of the "action" on post. Some examples: MWR-run video rental facilities; the sale of 7% alcoholic products; PBBs selling cigarettes by the carton. Comment?

The role of AAFES, as defined by the House Armed Services Committee, DOD Directives and Army and Air Force Regulations, is to be the "primary" retailer of merchandise and services to the military community. That's pretty clear! Rather than trying to get all the action on post, we're embarking on a new role with MWR activities. You might call it a cooperative period since we're sharing in some joint ventures. It's to our mutual advantage for AAFES and MWRs to conduct business in this manner. We're not adversaries—we both think for the military customer. Competing is counterproductive.



Congressional Update

NAF-funded MWR major construction is being closely monitored by Congress which wants strict priority placement for projects that benefit and support the most active duty people. That according to Edward J. Holton, a professional staff member of the House Armed Services Committee (HASC) MWR Panel.

Holton told senior Army MWR officials that the MWR Panel is pushing for longer-range facility planning, within the context of an overall "corporate strategy" that must address leisure trends and contemporary soldier and family preferences.

The MWR Panel is currently reviewing the FY 1987 MWR construction plans and has received information on the construction outlook through 1992. Hearings on NAF major construction are unlikely this year, but construction will be reviewed.

Hearings in 1986 resulted in a moratorium on club construction, pending a DOD review of the role of clubs in view of changing trends.

Holton said that the moratorium would remain in place until DOD assesses the club outlook.

The congress wants careful consideration given to providing facilities at remote sites and in overseas areas where U.S. amenities are needed by servicemembers.

On the program side, Holton said that MWR prices should not be unreasonably lower than off-post operations and cited the commissary and AAFES price savings of about 20-25 percent as a "rule of thumb" for MWR pricing. The Armed Services Committee and the House Appropriations Committee all looking closely at the level of appropriated funding for MWR programs.

Holton stressed that MWR planners should be aware of the political implications with regard to construction of "competitive" activities on base and the political effects of unreasonably low prices compared to off-post.

In 1987, the HASC recommended a \$10 million cut to Army MWR O&M minor construction to

force closer scrutiny over project development, funding and justification. The Panel said that the Services should apply the same rationale to Minor Construction as is used for Major Construction. Other Armed Services also were cut substantially. Also, the HASC recommended a \$10 million cut to Army MWR appropriation for operation, citing high appropriated funding for "revenue producing" activities. These cuts were also made DOD-wide.

Additionally, the House Appropriations Committee recommended a \$65 million reduction to the 1987 Army MWR operational request for MWR as part of a \$139 million DOD reduction. The Appropriations Committee questioned the procedure used by the Army to reimburse NAF operators with appropriated funds for programs authorized but not allocated in the appropriations cycle.

Idea

Communities interested in developing or expanding a bicultural assistance program might want to use ethnic/heritage week programs to find ethnic-specific volunteers. ACS could set up a "recruiting" table at these events and sign-up interested volunteers.

Ranked number one in resort hotels

Hale Koa role model for other AFRCs

by Cynthia Min

The Hale Koa Hotel Armed Forces Recreation Center has been the envy of hotels worldwide for many years because of its tremendously high occupancy rate figures. Year-round occupancy percentages at the Waikiki hotel have been consistently in the high nineties since its opening 11 years ago.

Because of this unique situation, the Hale Koa Hotel has been ranked number one in the nation in the "Lodging Hospitality" magazine's list of "Top Performers-Resort Hotels." The August 1986 issue of the magazine marked the sixth year that the Hale Koa has held this honor.

The success of the hotel results from numerous factors including popularity of the Waikiki Beach location, its facilities, staff, room rates, and shows. However, much of that success relates to what happens before the guest even arrives in Hawaii.

Idea

ITT offices with small staffs, interested in running more tours of their own can take a lesson from local ski clubs. Find a group of volunteers who are interested in travelling for free. In return for their trip, they act as trip captain and help market the tour by distributing flyers; sell the trip by setting up a desk on designated days in the ITT office; and serve as the person "in charge." The ITT staff would contract for the transportation.



Hale Koa reservation clerks field over 300 calls per day. (US Army Photo)

It all happens in the Reservations Department.

The Reservations Department, headed by Judy Omiya, is the nerve center of the Hale Koa Hotel. The ten member staff handles reservations on the phone and in person, mailing out reservation confirmations and information requests, and compiling numerous reports used throughout the hotel.

Much of the reservationists' time is spent on the phone. In 1985, a total of 117,754 calls were taken on the hotel's toll-free reservations line. This averaged 322 incoming calls per day. 85,057 of those calls were transactions. (Transactions include actual bookings, cancellations and changes in reservation information.) These figures, overwhelming as they may seem, have increased even more for the same period in 1986. For the first seven months this year, there has been a 5.5 percent increase in total num-

ber of incoming calls and a 12 percent increase in number of transactions.

Omiya has the enormous task of balancing the number of bookings with the number of available rooms on any given day. This involves constant monitoring of cancellations, early check-outs and number of check-ins expected. As cancellations occur, names will be cleared from the waitlist. This intricate balancing act is an incredibly accurate one; the Hale Koa prides itself in never ever sending a guest away because of overbooking.

Because of its success, the Hale Koa Hotel has become role model for other AFRCs. Omiya has been asked to assist AFRC hotels in Germany.

It is hoped that eventually all AFRCs can enjoy the success of the Hale Koa Hotel.

(Min works in the Marketing Office for the Hale Koa.)

Cooking with . . .

Chef Crow



Holiday Dinner

Apple Cider—Carver Peanut Soup*—Hot
Pumpkin Bisque
Roast Tom Turkey with Chestnut Stuffing and
Cranberry Sauce
Baked Country Ham with Brandied Peaches*
Succotash—Creamed Indian Corn and
Lima Beans
Candied Sweet Potatoes
Garden Salad Greens—Monticello Dressing*
Boston Brown Bread—Spoon Bread
Pumpkin Pie—Apple Pie—Lemon Meringue
Pie—Mincemeat Pie
Fresh and Dried Fruits and Nuts
Coffee

Carver Peanut Soup Serves 6

4 tbsps. salted butter
1/2 cup green of leek, finely
chopped
3 tbsps. flour
1 jar (12 oz.) smooth peanut
butter
6 cups chicken stock
1 1/2 tsps. celery salt
Juice of 1 lemon
1/2 cup peanuts, ground

In a large, heavy iron casserole, melt the butter, add the green of leek and cook it until soft and wilted but not browned—about 4 minutes, taking care not to color. With a wire whisk gradually stir in the chicken stock and bring to a boil. Simmer, covered for 30 minutes and then puree in an electric blender. Scrape the peanut butter

into the casserole and gradually whisk in all the stock. Season the soup to taste with the celery salt and lemon juice. Never allow the soup to boil, but to serve hot, pre-heat the soup tureen and let the individual diner sprinkle on the ground peanuts.

Brandied Peaches Serves 6

12 medium, firm, ripe peaches,
peeled
3 cups water
3 cups sugar
A 2-inch piece of cinnamon
stick
1 blade mace or 1/2 tsp. ground
mace
12 cloves
2 cups brandy

Bring the water, sugar, cinna-

mon and mace to a boil over high heat, stirring until the sugar dissolves. Stick one clove in each peach and place into the syrup made from the sugar and water. Turn the peaches to coat them evenly and simmer, uncovered, for 15 to 20 minutes or until the peaches are tender. With a slotted spoon remove the peaches and place them in two 1-qt. canning jars. Simmer the remaining syrup until it has reduced to about 2 cups, remove from the heat, add the brandy and stir well. Ladle the mixture over the peaches making sure that they are covered completely, adding more brandy if necessary. Cover tightly and leave to stand in a cool place for at least 3 days before serving.

(See MENU, page 12)

**Recipes included. Other recipes can be obtained by writing Chef Crow at HQDA, DACF-ZF-TF, Alexandria, Va. 22331-0515.*

The personnel factor

by Kent Cummins

The purpose of Army clubs and other community and family activities is to provide services to the military community. When an activity is losing money, however, it will eventually run out of resources for sustained operations. In order to continue to provide services, certain profit objectives must be achieved.

There are only two ways to improve profit performance: (1) increase revenue, or (2) decrease expenses. That's the "bottom line!"

In order to increase revenue, an activity must either obtain more customers, induce existing customers to spend more money, or both. In order to achieve this, the activity must do a better job of providing services—plus a better job of communicating their availability. The key to making this happen is the personnel. Either more or better employees must be recruited, existing employees must be better trained, or both.

Lowering the expenses

On the other side of the equation, expenses must be decreased. The biggest savings can typically be obtained by improving management of the biggest expense: personnel costs.

Personnel costs can be decreased by reducing the size of the workforce or improved scheduling of the existing workforce. These actions can be accomplished by qualified, capable managers—(although the costs of those managers are also part of the total personnel costs!)

The two ways of improving profit are often in conflict. It is difficult to improve services while decreasing personnel costs. As Professor Robert Chase of Cornell



University says, "Profit is a difficult balance."

Conventional management wisdom is "to maximize profit," but it isn't easy. Do you increase sales by investing in personnel to improve service, or do you streamline the personnel system to reduce expenses? Going too far in either direction can be disastrous.

Differing management styles are sometimes described as "front of the house" or "front door" management, and "back of the house" or "back door" management.

The front door manager gives primary attention to increasing revenues, whereas the back door manager gives primary attention to controlling expenses. Ideally, an activity should be operated with a balance of both styles.

Cutting labor is often—but certainly not always—a workable solution to profitability problems. Fortunately, there are alternatives to consider:

1. Invest in your personnel.

Instead of hiring and training new personnel constantly as a result of the turnover trap, invest in those employees who are already trained and experienced. Don't

upgrade favorite employees if you're already in financial trouble, but do some of the human things that let them feel that they're part of an important team. Improve communications; improve training; spruce up the employee break area; write letters of appreciation; host an employee party; make a point of involving the employees in decision-making.

2. Streamline for efficiency.

Instead of a RIF (Reduction-In-Force), change your scheduling to improve employee efficiency. Look for ways to improve productivity. Make sure the employees understand that changes in their schedules are an alternative to eliminating certain jobs. Ask your employees for ideas, and reward them for good ones. It's a rare operation that can't benefit from streamlining functions to improve efficiency.

3. Improve marketing.

Instead of eliminating an unprofitable function or service, try improving the marketing of the service to improve sales. Remember, a poor labor cost percentage can be improved in two ways: (1) decrease labor costs while maintaining sales, or (2) increase sales while maintaining labor costs. If you accomplish the first, you will improve profits. But if you accomplish the second, you will improve profits . . . and **increase the value of services to the community!**

Labor costs must be controlled in order to achieve profit objectives. Indiscriminate slashing of labor costs, however, can actually lead to even lower profits through customer dissatisfaction.

Manage your labor costs by:

1. Investing in your personnel,
2. Streamlining for efficiency,
3. Improving your marketing.

The good news is that there's also an upward profit spiral!

What's happening at Army communities...

FORT LEE, VA.—The Fort Lee Army Family Action Plan is now two years old. In that short length of time, many advances have been made to help the Army family.

According to a statement by Maj. Gen. Eugene L. Stillions Jr., the intent of the Army Family Action Plan is to "enable our people to stand on their own two feet so that when the time comes to PCS, or there is a death in the family, operational necessity or a stressful job, they will know that there are agencies and people who care and can give assistance, counsel, and support."

Officially the program began March 19, 1984. However, the Fort Lee community has been working toward this objective for years. Its prime objective is "to make Fort Lee the best place in the U.S. Army to live, work, and train."

To do this, the Family Action Plan here has three strengths. First, the command has offered emphasis and support for the program. Second, the Fort Lee organization spans all facets of the Army Family Action Plan. Finally, the local organization involves all elements of the Army Family.

The Family Action Council, chaired by the Chief of Staff, has approximately 35 members representing all elements of the Army Family. In FY 85, they established 20 tasks which were farmed out to the "working" committees. Of these tasks, five were considered not feasible or duplicated, eight have been accomplished, and seven are in various stages of development.

FORT CARSON, COLO.—Approximately 80 Mountain Post soldiers were rewarded for their hard work with a day of recreational activities sponsored by the Community Recreation Division.

Soldier Appreciation Day is an event held periodically to allow commanders to select outstanding soldiers for the free activities. Each commander may nominate one soldier from his command to participate.

Activities include fishing at the Fin and Feather Club, horseback riding at Turkey Creek Ranch, bowling, survival training at the Outdoor Recreation Branch (ORB), golf at the Mechaner Golf course and woodworking at Smith Woodcraft Shop. Each soldier is given a choice of activity to participate in on a first-come, first-served basis.

They are usually held on a quarterly basis, according to Tom Matheny, ORB program manager.

munity recreation activities. The lot is open the same hours as the checkout center, 8 a.m. to 5 p.m., seven days a week.

"Sellers using the new resale lot will sign a form that makes them responsible for theft or vandalism to their vehicles while parked in the lot. The Army will no longer pay claims for vandalism and theft," Boucher said, "But this doesn't prevent soldiers from buying their own insurance against theft and vandalism."

According to Osthuis, the new resale lot is patterned after one at Fort Carson, Colorado.

"We had the project on paper for more than a year. Before the resale lot was created, cars were parked indiscriminately all over post. Now we have a one-stop place for soldiers to resell their vehicles. It was a positive activity for Fort Carson and it should be good for the Fort Sill community," Osthuis said.

FORT SILL, OKLA.—Soldiers hoping to resell their cars, boats or motorcycles on post now have a new and safer one-stop parking lot for that purpose.

The fenced-in lot, operated by the Community Recreation Division, is next to the Outdoor Equipment Checkout center. Post officials say it offers soldiers a more secure area to park their cars.

The new lot will be locked during non-duty hours, according to Jan Osthuis, chief of Community Recreation Division.

To use the lot, soldiers must fill out a form at the Outdoor Equipment Checkout Center, Osthuis said.

"By completing the form, soldiers acknowledge that they understand the hours of operation, that they will not have access to their vehicles after closing and that they are parking the vehicles there at their own risk," Osthuis said.

Use of the resale lot is free to anyone authorized use of com-

FORT LEE, VA.—Self-help program has been revitalized through an automated U-DO-IT center. Issue point for self-help supplies, materials and equipment, the center uses an automated system to record stock information, customer data, and to ensure the system is free from abuse.

Along with the usual items—paint, nails, light bulbs and lumber—the center maintains an inventory of minor construction and lawn care equipment such as edgers, mowers, spreaders, paint sprayers, workbenches, electric tools.

Self-help extends beyond the quarters area and now includes office and work areas. Following consultation with the post engineers, material can also be provided by

the U-DO-IT Center for work area renovation.

YONGSAN, KOREA—To augment the entertainment program, the Community, Family and Soldier Support Command, Korea is buying the services of outstanding stateside bands to add more "zip" to its entertainment program and bring a little more of "home" to this part of the world.

Kicking off the offshore entertainment program was the super band "ROSE ROYCE" which gave six performances throughout Korea, followed by **Mark Meadows** and **The Skyyrders**, a high energy country rock trio. The Fourth of July Celebration, featured **Tanya Tucker**, **Barbara Fairchild** and **Garry Lee**.

Paul Engelstad, CFS Entertainment Office, will meet with various entertainment agencies who are designated as invited contractors authorized to do business in the Republic of Korea. At the same time, he will audition bands and shows and book entertainment for fiscal year '87.

CFS Korea provides direct financial support to the offshore entertainment program to relieve the individual club systems of this expense. The final decision of each performance site remains the responsibility of the Chiefs, Business Operations Region and Chiefs, Community Recreation Region.

FORT RUCKER, ALA.—Youth Activities held its first Day Camp this summer. Approximately 20 youths ranging in age from eight to 14 participated in a week filled with various activities.

The camp cost each participant \$35.

The youths arrived at the center each day at 8:30 a.m. The first day they received training on first aid, water safety and native art. After lunch the youths went swimming

and later viewed a Karate demonstration.

The center rented the ITT Tour Bus for Wednesday. The youths and volunteers traveled to Marianna, Florida to tour Florida Caverns State Park. "The tour was fun and exciting," commented several youths as they arrived back from the trip.

Jaque Flores, a volunteer said, "It was neat and I enjoyed it as much as the children."

"It was fun and the caves were sort of dark," said Bryan Fowler.

Officer Dan and Officer Tony, of the Military Police Officer Friendly Program, participated in the activities each day.

Officer Dan said, "Programs such as this provide a creative learning experience for the youths. When we participate in these programs, we try to stress to the youngsters the importance of their personal responsibility." The Officer Friendly Program is designed to teach children to be alert, cautious and aware of strangers, but not necessarily afraid of them, he added.

"Summer is a difficult time for some youths, especially when their parents work. The youths have a tendency to get bored when school is out and they have nothing to do and nobody to talk to. Programs such as these keep them from wandering around post unchaperoned," said Officer Dan.

Flores said, "If more adult volunteers register to participate in the next camp, the center will be able to accommodate more youths." Folsom added that he thought the camp was a great success and said he would appreciate any suggestions that parents have that might make the program even more successful.

"Due to the budget, funds for center activities are limited; so the volunteers play a great part in the programs the center undertakes," Flores said.

HEIDELBERG, WEST GERMANY—A special committee is

examining club operations to pinpoint deficiencies as clubs try to hold the line against price increases.

The special inspection team, ordered by Heidelberg Community Commander Maj. Gen. Charles J. Fiala, is studying the scheduling of personnel (manpower costs), portion control, the cost of buying goods and overall club management, according to Ted Otaguro, assistant director for Community and Family Activities.

"When they're done, the committee will make its recommendations on how we can do business better," Otaguro said. He also didn't rule out the possibility of a price increase.

"What the committee is looking at is cutting expenses," Otaguro added. "In this business, a dollar earned is not a dollar saved. Saving money by cutting expenses is what it's all about."

In the meantime, area clubs are shoring up their operations.

"We're trying to do everything we can to avoid a price increase," William Jones, installation club system manager, said. "We're having more vendors come to the clubs on weekends and we're planning more bazaars. Also, the officer and civilian clubs have increased membership from 1800 to 2100, while the noncommissioned officer clubs have maintained steady memberships."

"There could be some increases coming, but we don't know yet," Jones said. "Members will be notified if there is." Past price increases have been used to offset the cost of goods, Jones said, but these increases didn't attempt to resolve the employee pay problem. Since local national club system employees are paid in deutsche marks, the falling exchange rate has meant a 24 to 30 percent wage cost increase this year.

"We're providing better entertainment, encouraging families to dine at the clubs and trying to give our members a better atmosphere to relax in," said SFC John Bryant, assistant area club manager.

If stored for a longer time add brandy as needed to keep the fruit covered with liquid.

Garden Salad, Monticello Dressing
Serves 6

Salad:

1 small head Bibb lettuce

**1 bunch watercress
1 small head Belgian endive
1 small head Iceberg lettuce
1 small head chicory
Few sprigs of spinach leaves
1 tbsp. chopped chives or scalions**

Wash and dry the salad greens, and tear into bite-size pieces.

**Monticello Dressing:
1 clove garlic, crushed**

**1 tsp. salt
½ tsp. white pepper
⅓ cup olive oil
⅓ cup sesame seed oil
⅓ cup tarragon or wine vinegar**

Rub a salad bowl with the crushed garlic clove. Combine the remaining ingredients and mix thoroughly. Place the prepared salad in the bowl and toss with the Monticello Dressing.

Club managers graduate from ECMC

Thirty seven students of the Executive Club Management Course graduated recently and are now in their jobs as military and civilian club managers.

The students, taught by Florida International University, were provided advanced level training in

the field of club management. The course is structured to help club managers with situations unique to military clubs as well as give them the opportunity to learn about developments in the civilian sector.

Students also had the opportunity to visit operations in the area

to observe current trends in facility design and marketing of food and beverage.

During the final week of the course, Army Community and Family Support Center representatives provided updates on current initiatives affecting club managers.

**CPT Janet W. Lewis
Eighth Army**

**CW03 Fletcher Johnston
Arlington Hall Station**

**MSG Joachim J. Taylor
Stuttgart, GE**

**MSG Preston Johnson
Ft. Knox, KY**

**SFC Larry Simcox
Schweinfurt, GE**

**SFC Dan Loggins, Jr.
Ft. Sam Houston, TX**

**SFC James D. Webster
Ft. McPherson, GA**

**SFC Ralston Fraser
Ft. Lewis, WA**

**SFC Felix Burgos
St. Louis Area Sup. Ctr.**

**SFC Joseph F. Johnson
Ft. Benning, GA**

**SFC Andrew L. Snoddy
Ft. McClellan, AL**

**SFC Robert W. Kimball
Walter Reed Med Ctr**

**SFC Curtis J. Hall
Fitzsimons MEDCEN**

**SFC Bruce Dickinson
Ft. Richardson, AK**

**SFC Sidney Reynolds
Ft. Polk, LA**

**SFC Larry L. Gennacaro
Ft. Clayton, PA**

**SFC Terry L. Hansen
Ft. Ben Harrison, IN**

**SFC Cecil A. Sanders, Jr.
Ft. Sill, OK**

**SFC Felix Rimando, Jr.
Ft. Sill, OK**

**SFC Otis Byrom
Eighth Army**

**SFC George Miller, Sr.
Camp Casey, Korea**

**SFC William Turner
Ft. Shafter, HI**

**SFC David S. Sprouts
West Point**

**SFC Hans J. Underwood
CFSC-Europe**

**SFC Rickie Evans
Redstone Arsenal, AL**

**Mr. Willy W. Nowotny
HQs, USAREUR**

**Mr. Rafael Santaliz
Ft. McClellan, AL**

**Mr. Chong Sok Yang
Eighth Army**

**Mr. Chong Sop Kim
Eighth Army**

**Mr. Vernon E. Stanley
Hanau, GE**

**Mr. Michael Tawpash
Presidio of Monterey, CA**

**Mr. Jerome D. Smith
Presidio of SF, CA**

**Mr. David Kaynor
Seneca, AD**

**Mr. Jose Alva
Ft. McPherson, GA**

**Mr. U. Yong Kim
Eighth Army**

**Mr. I. Pom Yang
Eighth Army**

**Mr. Chong Sik Han
Eighth Army**

Safety Bears

Helping counselors teach personal safety

by Sp4 Dennis Carlson

FT. JACKSON, S.C.—Understanding safety can be fun when it is explained by Kimmy and Mikey.

Kimmy and Mikey, the "We Care Safety Bears," present programs in post kindergarten, first- and second-grade classes to help children learn about personal safety.

The two huggable bears accompany Norma Deery, guidance counselor at Pierce Terrace Elementary School, as she conducts classes on personal safety.

The bears share stories that increase children's safety awareness. Story topics include: talking to strangers, taking candy or money from strangers, walking home alone instead of with a buddy and provide information on sexual abuse without sending a "fear message."

After the children listen to the stories, Deery asks them how they would respond in similar situations. This gives the children the opportunity to recognize their own strengths and share similar situations that have happened to them, Deery said.

During a recent class on phone safety, Dr. Marlene Rotter's first grade class at Pierce Terrace Elementary School explained how they would use the telephone if they needed help:

Heather Hyatt, 7, said, "I would put my finger in the hole marked zero and dial the operator for help. Then, I would give the operator my address."

Manual Perez, 7, said, "I would dial zero for help, or I would call my grandmother."

Jason Rankin, 6, said, "I would call my mom, and then I would call the military police. I cannot call my father because he is in Turkey, and I don't have the number."

"I find the program is very effective," Rotter said. "After a visit from the bears, the children describe what they were taught by using the names of the bears. They know Kimmy and Mikey and listen closely to what they have to say."

The bears also make frequent visits to family housing residents. There they share safety stories with parents and 4-year-old children.

"If I spoke to the children without using the bears, it would not be nearly as effective," Deery said.

Deery and the safety bears have

taken their show on the road. Besides presenting shows throughout the state, Kimmy and Mikey have traveled to North Carolina, Kansas and Illinois.

"Kimmy and Mikey are a symbol to the children," Deery said.

"When they see the bears they think of safety. Kimmy and Mikey are the children's safety mascots."

(Carlson is a member of the Fort Jackson PAO.)



Recreation centers focal point for fitness

by Bob McKeta

Since their inception in the late 1940's, Recreation Centers have provided programs that appeal to active users. In many instances, these programs included dance, martial arts, fencing, gymnastics, and similar activities.

Although no attempt was made to categorize these activities, they could easily fall under the heading of physical or family fitness.

A spin-off of the desire to be physically active was the desire to learn about nutrition, wellness, and a "healthy heart." Recreation centers responded to these needs by offering a range of workshops, seminars, and special events. Coordination with those in the medical field provided advice on diet, stress management, health, and lifestyle diseases. Jogging seminars

were well-attended. "Win-with-Wellness," "Smoking Cessation," and "Exercise Safety" workshops were highly sought.

Concern for family wellness gained momentum in the 1983 Chief of Staff White Paper. This document defined the partnership that exists between the Army and Army families. With the goal of building a strong partnership, the White Paper stressed the Army's commitment to assure adequate support to families in order to promote wellness.

The 1983 initiative required a strategic plan to develop healthy lifestyles in soldiers and their family members. An outgrowth of this initiative was the establishment of the DA Fitness Program.

Funding has been approved to implement the fitness program Army-wide. Funds will be used to hire fitness coordinators, to pro-

vide specialized training for the coordinators, and to purchase outdoor fitness equipment which will be installed in family housing areas.

Recreation centers have been designated as the central focal point for family fitness. The family fitness coordinator will be located in the facility and will plan and schedule activities both within the center and in other facilities on post. To reduce scheduling conflicts within the center, all programs will be coordinated with the recreation center director.

Placing the family fitness program in the recreation center meshes with recent initiatives by the centers to become community oriented. Family fitness provides another activity for the community to participate in as part of the emphasis for "one-stop" recreation shopping.

Family action plan conference scheduled

by Capt. Jim Ransick

The fourth annual Army Family Action Plan Planning Conference will be held November 18-20 at the Eisenhower Metro Holiday Inn in Alexandria, Virginia. Hosting the three-day Army-wide conference is Major General Robert M. Joyce, Commander, Community and Family Support Center.

The Army Family Action Plan is a management vehicle to implement programs and policies to achieve a partnership, wellness, and sense of community between the Army and its soldiers and their families. The plan identifies family member concerns, determines actions to resolve the problems, and

assigns the responsibility to implement actions to resolve the issues.

The purpose of the conference is threefold. First is to review the current Army Family Action Plan issues. To date there are fifty-nine issues in Army Family Action Plan III (Department of the Army Pamphlet 608-41, dated May 20, 1986).

The second aim of the conference is to discuss and review new issues submitted by Army major commands (MACOMs). Prior to the conference closing, attendees will recommend if the issues should be contained in Army Family Action Plan IV for 1987.

The final objective of the conference is to identify additional family issues that need to be ad-

dressed at the Department of the Army level.

Major Army Commands, Army Staff agencies and other groups (e.g., Retired and Veterans Activities, Civilian Personnel Director and Army, Air Force, Exchange Service) have received invitations to send representatives. MACOMs are encouraged to send both soldier and family member representatives to the conference. 160 persons are expected to attend the three day meeting.

For further information please contact Captain Jim Ransick or LTC Robinson at (202) 325-6121 or Autovon 221-6121 or HQDA, USACFSC, ATTN: DACF-FSM, Alexandria, Virginia 22331-0521.

Give the youth a place to go

by Dick Kohnke

It seems that on many installations, social programs for Youth Activities take a back seat to sports programs. Athletic programs will always be an integral part of Youth Activities programming. However, if that is the only thing offered, the Youth Activities program is not accomplishing its mission. Social programs must be strengthened so Youth Activities can meet its commitment to the full growth and development of the children of military families. With increased emphasis on the Army family, more is expected of Youth Activities. It is time for greater determination, greater dedication and greater effort to secure financial assistance from both appropriated and nonappropriated funds to support Youth Activities.

Second home

The Youth Center must be an attractive and wholesome place for young people. The adolescent population on a military installation is probably the most overlooked segment of the military family. Teenagers, in their search for identity and independence, must have a place on the installation that is like a second home for them, a place where they can be with friends, feel welcome and wanted, and find understanding. Youth Center programs should meet their needs, and get them involved in the variety of social programs and special projects.

After school

A new area for Youth Activities is working with "latch key" children. The growing number of single parent families and dual career families means that children must be provided for before and after school, on vacation days, and dur-

ing the summer time. Youth Activities has the facilities, the staff and the means to care for children while they wait for the school bus to come or as they wait for parents to pick them up. A recreation staff will insure that it is not a boring time but a time of fun and social and mental growth.

The before and after school program converts naturally into a full time summer program of activities. The direct route is to a summer day camp program of supervised games, arts and crafts, and projects for the children. It is an enlargement of the before and after school program with greater emphasis on organized activities to promote the growth and development of each child.

Varied activities

There must be a variety of activities and locations where those activities may take place. A change of location and activity helps eliminate boredom. Flexibility is a key element in any successful program.

Another route to a successful summer program of activities is through specialized camps based on local facilities. For example, Fort Lee has a three-week Soccer Camp that is an all-day program with instructors from Wales. A similar program is planned for basketball and baseball. Every effort is made to keep the weekly price comparable to that of the Summer Fun Day program.

In the summer, special efforts must be made to offer programs for teenagers that will attract them to the Youth Center to make their summer leisure hours a welcome change of pace. This means that there should be an increase in operational hours for the Youth Center, and if Youth Activities has the availability of a gym, it should be open for teens to enjoy.

Fort Lee has several programs

that depend upon the services of teens. The Haunted House is a major October activity developed by teens, directed by teens and staffed by teens. It is a four-week program that has minimal adult direction and maximum teen participation. Other programs are the "Kris Kringle" market in December, the Easter Egg Hunt and the Armed Forces Day program. Teens work basically for the smaller children in the community, and the community is better for it. Many teens have their contact with Youth Activities at biweekly dances. Dances, along with special Sunday afternoon programs that feature a pickup volleyball or softball tournament followed by a cookout, bring the teens together and let them know that the installation is concerned about their well being.

There is no limit to what can be accomplished for youth through an active social program on an installation. Children and parents can become more involved, and teenagers can realize that they are welcomed and wanted and have a place "to be."

(Kohnke is the Youth Activities Director at Fort Lee, Va.)

Idea

Youth Activities Centers finding it hard to run programs that interest teenagers might consider disc jockey training. In Karlsruhe, teens are trained on sound and light electronic equipment and even have a disc jockey/recording booth. Once certified, they can contract to provide the entertainment at teen functions. There's no longer a need to hire expensive outside D.J.'s for their discos.

The challenge continues . . .

ACS workshop participants provide direct input to programs

The challenge continues . . . and to enable ACS program managers, family support officers, DPCAs and financial managers to meet the challenge, the 1986 Army Community Service Training Workshop was held. Sponsored by the Community and Family Support Center (CFSC), the workshop provided an opportunity for participants to furnish direct input to the proponents of ACS programs.

Two hundred and twenty ACS managers, officers, and DPCAs gathered to discuss programs such as exceptional family members, outreach, family advocacy, relocation, installation volunteer, and financial planning.

Participants shared problem-solving ideas and implementation techniques used in their local programs. Army leaders provided the participants a forecast of what to expect during the coming year.

"We informed them of the latest program initiatives . . . new funding initiatives, evaluation studies, and other research," said Lt. Col. Richard Stagliano, chief of the CFSC ACS division.

Army Chief of Staff Gen. John A. Wickham addressed the attendees. "I would hope that you take home a reinvigorated commitment

to the principles of Army Community Service. This commitment at the installation level will mean taking an activist role to assure that local commanders and their staffs are not only aware of family program needs but also take solid action to meet them," Wickham stressed.

Wickham told the audience that money allocated for family programs would be protected from budget cuts. However, he emphasized that the money must be properly used.

"They (those in the ACS field) need to be managers," explained Stagliano. "They need to manage the respective programs at their level—whether it is the director or program manager level and ensure that the money allocated for the family programs is spent accordingly," he stressed.

Meeting the challenge

Promoting the services available is a key to meeting the challenge to provide comprehensive, standardized support programs for Army families. "We have highly dedicated and professional people but if soldiers and commanders don't know what services are available, the ACS becomes very reactive,"

said Stagliano. He said commanders must be aware of the ACS programs available so that they will know where to turn in their first hour of need . . . not wait 12 hours later.

The participants were encouraged to help commanders become involved with ACS programs. "We must focus on setting up a system that coordinates initiatives not only with commanders, but also with the other resources available such as medical services, chapel, education system, and Red Cross," explained Anne Tarzier, a program analyst for ACS. "We are an entry point for people to get the help they need," Tarzier said.

"The installation ACS needs to concentrate as much on managing and coordinating with other services and support activities as they have concentrated on direct service in the past," she added.

Tarzier said many ACS offices have been providing direct service. "Sometimes it may seem easier to do it yourself, especially if you have difficulty working with a particular agency. However, in the long run, you will benefit more by establishing good rapport with the agency. That's where the management comes in," she said.



Getting involved in a new location

by Nancy Haynie-Mooney

"We're moving!" Familiar words to all in the Army family from privates to generals.

At the new location, the soldier begins a new job, meets new friends and becomes part of a new team.

But what happens to the other family members? Often the spouse stays home the children and feels confused, angry, lonely and isolated. In most cases, these are young women who don't know where to look or how to become a part of their new community. Some have yet to learn Army lingo; while others don't even speak English.

Some problems are common to all Army families. However, young spouses lack the basic survival skills that usually have been learned by senior officers or NCOs spouses.

Since the All-Volunteer Army started in 1973, there are more married soldiers with children. It's not as hard for today's Army families as for Fort Sill's first occupants in 1869. An exhibit at the Fort Sill Museum states that families "suffered long periods of drudgery, toil, and boredom." Since the early soldiers were not very tolerant of complaints, their wives often exclaimed, "Oh, the Government, I hate it!"

Today, concern for Army family members is as real as for the soldier himself.

"Be all you can be, too," is the rallying cry for more than 36,000 family members at Fort Sill. Some ways Fort Sill is helping young and inexperienced Army families are:

Outreach

"When I first came here, I didn't have any friends. Here (at the Outreach Center), I have friends and make things. I am from Panama

and found that others are here from the same country," said Reyna McFarlane, wife of SSgt. Steve McFarlane.

"I also go to 'English as a Second Language' classes," she continued in flawless English. "That's where I found out about the Outreach Center."

Carole Damon, volunteer director at the Westwood Baptist Church Outreach Center, explained. "We do different arts and crafts projects, and sewing every Thursday. Usually we talk over a bag lunch and the girls decide what they want to do."

"My husband retired from the Army after 22 years, so I've been through what these girls are now going through," said Damon who retired after a 29-year civil service career. "Several have told us we saved their lives."

Volunteers are the backbone of the program at the six Outreach Centers in churches around Lawton, according to Jo Johnson, Outreach Coordinator, Army Community Service.

Johnson explained the Outreach program is not to take the place of groups from the soldier's unit, but to supplement them. "The families may live on the other side of town from the post. It helps to know people living in the same area.

"Churches are in every community where the military population is high. They are usually not used on weekdays and they already have nursery facilities, so they're logical meeting places," she said.

"We're not reaching one-tenth of the people we need to reach. We have six Outreach Centers now, but our goal is 26 churches," said Johnson. "We provide transportation and child care, the two keys to getting people to come." In May, the Outreach Centers combined had 202 participants and cared for 552 children.

"We need more staff, moral support and an understanding of the potential for the program," said Johnson.

From talking to the participants, Johnson has found the biggest problems the young wives face are: how to discipline children, having some time for themselves, isolation, and a need for emotional support from the military spouse. The Outreach Centers help people deal with these issues.

"We teach family members to use existing resources, civilian or military. We teach them how to feel good about themselves and how to budget money, sew, and prepare nutritious meals. We encourage learning skills, and continuing education," Johnson said. "They learn to work in groups."

"Without extended families here, knowing others with similar problems helps."

(Haynie-Mooney is an Army Public Affairs Specialist, formerly deputy Public Affairs Officer at Fort Drum, NY and Community Relations Officer at Fort Dix.)

Idea

Financial counselors interested in a preventive program vs. crisis counseling, should work with their local Finance Officer to obtain pertinent information on newly arriving personnel. A quick comparison of pay grade vs. a high amount going out in terms of allotments might indicate a soldier needs some financial counseling.

New intern program provides needed help



Col. Emroy Gehlsen, director, Community Operations and Recreation, provides opening remarks to the trainees. (US Army Photo)

One college graduate is developing recreation programs in the winter wonderland of Augsburg, Germany. Another one is designing a new ala carte menu for her club on the beaches of California. One is promoting ice fishing in Alaska, while another is catering a banquet for 200 in Korea.

A total of thirty-four newly hired college graduates are working in all parts of the world as the first club and recreation specialists hired under the NAF Management Trainee Program, a program designed to introduce fresh ideas, business savvy, and new enthusiasm into the community and family support system. In return for spending two years as management trainees, the Army offers the graduates an attractive benefits package, an accelerated promotion schedule, enviable job security, practical business training, career advancement, and travel and management opportunities seldom available to new entrants into the job market.

The trainee program grew out of a 1985 Army decision to develop a long-term management training program that appeals to a trained civilian resource (specifically, college graduates) who will gradually fill MWR positions previously occupied by military personnel.

From the outset, the Army wanted to package a recruiting program different from any previously tried. Recruiting efforts of the past had proven unsuccessful in the long run—turnover was high and employees were dissatisfied in what were often dead-end MWR positions. The Army made a commitment to seek continuity in its programs and professionalism in its workforce by reexamining and restructuring the recruiting effort.

Program developed

The U.S. Army Community and Family Support Center (USACFSC) was charged with developing and implementing a man-

agement training program, an effort that culminated in a series of orientations and interviews conducted at numerous colleges and universities specializing in hospitality and recreation management.

From these meetings, the first trainee class was formed. The 34 trainees (average age—25), are all recent graduates specializing in recreation and hospitality management, the majority with concentrations in accounting, marketing, public administration or finance, and some with prior experience as interns at military installations.

In July, the "new recruits" started training at Fort Benjamin Harrison where they became familiar with the missions of both the Army and the USACFSC. They received intensive instruction in funding, marketing, personnel administration and other policy areas. Following this introduction, the trainees began their first assignments, the start of a three-year commitment.

Much thought went into designing a training program that appeals to recent college graduates who can provide the Army CFS system with the expertise and enthusiasm of a professional work force fulfilling the needs of Army soldiers and families. The CFRC recognizes that the quality of the programs are only as good as the quality of the people running them.

To this end, the USACFSC is proud of the forty new trainees currently assigned in recreation and club specialties at installations worldwide.

Army Recreation Trainees

• Former Indiana Hoosier offensive back **Chuck Howard** interned in the sports program at Fort Benjamin Harrison, and was recognized by the installation with a cash award for the special physical fitness program he developed.

(See TRAINEES, page 19)

TRAINEES, from page 18

He is now assigned as a sports specialist at Picatinny Arsenal, New Jersey.

• **Sue Czarnecki**, a cum laude graduate of Massachusetts University, last year combined travel to Europe and an internship in Germany to gain experience in military recreation. She is now a professional staff member at the Augsburg, Germany recreation center.

• **Win Hargis** of Oklahoma State was exposed to the military both as the son of a career soldier and as an outdoor recreation intern at Fort Carson, Colorado. He is currently assigned to the outdoor recreation program at Fort Sill, Oklahoma.

• Experience as a fitness instructor for the YMCA and skills as a computer programmer made **Sheryl Stacey** especially qualified for a sports specialty at Fort Lewis, Washington. Said Stacey: "I was impressed with the training the Army program offered. The six weeks of entry-level training was invaluable. Having an understanding of the mission, policies, and responsibilities of both the Army and the recreation program made it relatively easy to make the adjustment once I reported to my first assignment."

• An honors graduate from California State University at Long Beach, **Jodie Horn** had received a nomination from the Air Force Academy but decided to pursue a career as a recreator instead. She is now working in the outdoor recreation program at Fort Ord, California.

• **Dan Yonovitz** of Indiana worked for three months as a summer hire employee in the youth activities program. He conducted an independent study of the recreation specialists employed in Korea, and is now experiencing Korea first-hand as a sports specialist in Seoul.

• Recently married, **Steve Johnson** of Indiana was attracted to the security and the benefits that the Army offers. Johnson worked

seven years in the private sector, recently completed his masters degree and is now working at Fort Bragg, North Carolina as a sports specialist.

• Membership in the National Recreation and Parks Association provided an introduction to the military program for **Marcia Cram**, an honors graduate from Northeastern University. She followed up on a position vacancy announcement in the magazine, and is now assigned to the outdoor recreation program at Fort Hood, Texas. Other graduates in the program:

Indiana University:

Bob Lambert—outdoor recreation, Fort Knox, KY

Sherry Franklin—recreation center, Pirmasens, Germany

Beth Elliott—outdoor recreation, Berlin, Germany

Lynn Farnham—sports, Hawaii

California State University at Long Beach:

Tim Wefel—outdoor recreation, Kaiserslautern, Germany

Texas A&M:

Bill Wilson—outdoor recreation, Fort Bragg, NC

Bob Gantt—outdoor recreation, Giessen, Germany

San Diego State University:

Cathy Lang—recreation center, Nuernberg, Germany

Sue Boyd—outdoor recreation, Dugway Proving Ground, UT

University of Illinois:

Kevin Monier—outdoor recreation, Sierra Army Depot, CA

University of Massachusetts:

Dave Start—outdoor recreation, Fort Richardson, AK

John Murch—outdoor recreation, Fort Riley, KS

Army Club Management Trainees

• **Jacquelin Ballou** is a graduate of the University of South Carolina. In addition to her college studies, Jacquelin gained experience at several food and beverage activities which included the Fort Jackson Officers' Club. She is currently assigned to Fort Leonard Wood.

• **Tim Carmichael** is a summa cum laude graduate of the University of Wisconsin and also trained at the Culinary Institute of America. His experience includes working as a saute/sous chef at a large restaurant. Tim is assigned to Fort Carson.

• **Karen Woodcock** is a University of Massachusetts graduate. She's affiliated with the Hotel Sales and Marketing Assoc. and the Club Managers Association of America. Karen is at the Fort Hood club system.

• **Glen Rochussen**, magna cum laude graduate from Johnson and Wales College has previous experience working for the Burger King chain and other foodservice operations. Glen is assigned to the MDW club system, Fort Myer, VA.

• **Barbara Block** is a graduate of the University of Wisconsin, has gained experience with several foodservice operations prior to entering the management trainee program. Barbara recently began training at the Fort Richardson, Alaska club system.

Others in the program are:

Anne Adams, University of Houston, assigned to: Fort Ord, CA

Aghil Ansari, University of Houston, assigned to: Fort Sill, OK

Caryn Bauer, Purdue University, assigned to: Fort Eustis, VA

Rose Kaczmarek, University of Wisconsin, assigned to: Fort Jackson, SC

Becky Moore, University of Tennessee, assigned to: Camp Zama, Japan

David Moore, Florida International University, assigned to: EUCOM

Rebecca Pachla, Purdue University, assigned to: Selfridge, MI

Floyd Ramos, Johnson and Wales College, assigned to: Korea

James Pattison, University of Wisconsin, assigned to Heidelberg, Germany.



FLARE

protection of benefits.

sion process.

"Even though I've got 11 years in, I feel like I would be wasting those years because I would lose all my benefits," said one concerned

"Our vision of the future includes expanded training and career opportunities and increased productivity to reduce dependence

PERSONNEL, from page 1

Viewing the options

Various options were looked at for a new personnel system: all military, all APF, all NAF, and various combinations of each.

With 51,000 people working in MWR activities, (41,000 NAF, 7,600 APF and 2,600 military) the system has 80 percent NAF employees.

"This makes the conversion to an all NAF system the least costly, easiest to accomplish and most reasonable approach," Daugherty explained.

Protecting benefits

The major concern of many in the APF workforce within MWR is

The schedule, if approved, for conversion of the workforce:

- 1987-1989—Community Operations
- 1989-1990—Community Recreation and Services
- 1990-1991—Financial Management
- 1991-1993—Family Support

APF employee.

"Not true!" said Daugherty, "We have no intention of driving those valuable employees out of the system. We will provide full credit for all benefits throughout the conver-

on APF support.

"Perhaps, this signals a shift from a concentration on construction to developing our neglected workforce," Daugherty concluded.

DECEMBER

7
Pearl Harbor Day

12
Poinsettia Day

15
Bill of Rights Day

16
Beethoven's
Birthday

17
First Flight
celebration

21
Landing of
Pilgrims at
Plymouth Rock

25
Merry Christmas
to all!!

26
Happy Hanukkah!!

JANUARY 1987

National Hobby Month
National Soup Month

1
New Year's Day

4
Trivia Day

8
Elvis Presley's Birthday

18-24
National Pizza Week

18
Pooh Day
(A.A. Milne's Birthday)

19
Martin Luther King, Jr.'s
Birthday (Holiday)

21
National Hugging Day

23
National Pie Day

25
Superbowl Sunday

29
Chinese New Year
(Year of the Hare)

FEBRUARY 1987

American Heart Month
Black History Month
Children's Dental Health
Month

1-7
Muffin Mania Week

1
National Freedom Day

2
Groundhog Day

4
Halfway point of Winter
USO Birthday

8
Boy Scouts of America
Birthday

8-14
National Crime Prevention
Week

14
St. Valentine's Day

15-21
Health Education Week

16
President's Day
(Holiday)